



## **FY 2014-2015 CITY COUNCIL GOALS**

On January 17, 2014, the Mayor and City Council held the annual planning session. The direction provided by the Mayor and Council during the planning session has been developed into a statement of goals for the City of Concord for FY 2014-2015. These goals guide budget development and implementation. In addition to this statement of goals, the City has also developed a set of financial policies that are approved by City Council to guide the City in the financial management of all funds. Although North Carolina local governmental units must adhere to the requirements set forth in the North Carolina Local Government Budget and Fiscal Control Act, the financial policies approved by City Council are often more stringent than State requirements to assure the City of Concord will continue to function in a very fiscally sound manner.

The FY 2014-2015 goals are presented according to functional areas. During the year, monthly functional meetings are held to monitor progress on these goals and to identify new issues that must be considered for long-range planning. City Departments are evaluated on their performance in meeting these goals.

### **General Government**

- Communicate legislative goals and agendas to representatives for both the Federal and State legislative processes.
- Continue to maintain a fund balance goal of 30 to 35 percent of General Fund expenditures and use fund balance only for non-recurring capital expenditures.
- Continue to include a performance measurement component in the external agency process, requiring monitoring, and reporting of performance outcomes for funded agencies.
- Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.
- Continue to prepare the City's annual budget document in compliance with criteria established to obtain the Government Finance Officers Association's (GFOA) budget award and submit the document for review to the GFOA.
- Continue to maintain a sound financial position that results in bond ratings that are at least as beneficial as current ratings.
- Continue to update and re-adopt the Capital Improvement Program, detailing capital projects, estimated costs, and funding sources.
- Continue to maintain accounting systems in compliance with the NC Local Government Budget and Fiscal Control Act.
- Continue to prepare the Comprehensive Annual Financial Report (CAFR) in compliance with the required criteria in order to obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Continue to finance capital costs so that future growth can help pay for major capital needs and improvements, but continue to use pay-as-go method for most other capital purchases.
- Direct staff to require a health risk assessment for coworkers and retirees in order to be covered by the City's health insurance plan, increase the deductibles for the HRA plan to \$2,000 and the PPO plan to \$1,000, increase rates proportionately to cover projected expenses, and increase the wellness incentive for coworkers that are tobacco free.

### **Customer Service, User Friendliness, and Technology**

- Continue to support the Customer Service Excellence emphasis and the efforts of the Customer Service Design Team in realizing the Customer Service Vision Statement.
- Continue to support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.
- Direct staff to evaluate an electric smart meter pilot project and recommend to Council whether to fully deploy this technology for electric and possibly water, and how to fund this implementation.

- Direct staff to proceed with the implementation of the Mobile311 Citizen Access Portal and integrate the application with the current city work order systems including Cityworks and Harris NorthStar along with the future Accela system.
- Develop an ordinance and system for non-utility encroachments, including banners, that is uniform, revenue-neutral, protects City property, and does not violate the First Amendment.
- Continue to plan a future New City Hall capital improvement project, with construction funded beginning in FY 2014-15.

### **Transportation**

- Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.
- Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.
- Continue to maintain the \$400,000 minimum balance in the Transportation Fund.
- Budget \$150,000 annually within the Transportation Fund to implement priorities in the Pedestrian Improvement Plan based on established policy.
- Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Stimulus Package, Earmark, Economic Enhancement, Spot Safety, and Small Construction projects from the Federal government and/or the NCDOT and continue to coordinate associated local activities with NCDOT Division 10.
- Continue to apply funding revenues toward City infrastructure rehabilitation projects not addressed under routine maintenance programs.
- Commit to contributing City funds to leverage potential NCDOT funds in support of economic development and alleviating congestion and pedestrian needs in the Exit 49 area. Direct staff to explore funding mechanisms for this contribution and the comparison of funding through cash versus financing options, considering the ranking of Exit 49 improvements on NCDOT's priority list.
- Revise the Virginia Street, SE Rehabilitation project to include the segment from Louise Ave. SE to Hillcrest Ave. SE; thus establishing the new limits from Corbin Ave., SE to Hillcrest Ave. SE. Also, revise CIP and funding in the Transportation Project Fund to reflect the change.
- Continue efforts to obtain FAA funding for Airport capital improvements and safety projects.
- Direct staff to analyze increased commercial operations at Concord Regional Airport, including cost-benefit analysis and impact on current tenants.
- Continue funding the Concord portion of the CATS 80X service for 2014-2015. This will allow the significant upcoming changes to the 80X route to take effect and let users respond to those changes before revisiting this issue next year. If at that time ridership has continued to drop and cost keep rising, look at reducing or eliminating the 80X at that time until a new service model linking Concord and Charlotte can be developed.

### **Environment/Solid Waste and Recycling/Stormwater**

- Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance.
- Continue to pursue strategies to reduce fuel consumption, including diversification of fueling methods, purchasing hybrid vehicles when possible, replacing aging light-duty vehicles with smaller more fuel-efficient vehicles, increasing fuel storage capacity and the use of blended fuels and target goals to reduce overall fuel consumption.
- Continue the current practice of only maintaining stormwater systems on public rights of way, and seek alternate funding mechanisms and encourage private owners to do the same to address drainage issues on property outside of public rights of way.
- Implement an appeals process through the Stormwater Advisory Committee to provide an additional recommendation to Management and Council.

### **Utilities**

- Continue to educate the public and all system customers on the importance of water conservation.
- Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.
- Continue to work with WSACC to develop a plan to reuse water for irrigation and other permitted purposes.

- Continue to enforce consistent rights-of-way protection policy to include notification of property owners relative to existing obstructions, conflicts or structures within the utility right-of-way.
- Continue to follow the RW Beck recommendations for the Electric System.
- Allow the wholesale cost increases to be handled by the purchased power adjustment over the next few years that Duke has forecasted significant capital cost expenditures that will affect increases in the City's demand cost.
- Investigate ways to control/buffer these increases for customers through applying rate stabilization funds to the purchased power adjustment.
- Continue to match Duke Energy's avoided cost rate for purchase of renewable generation projects that attach to the City's system.

#### **Planning/Economic Development/Redevelopment**

- Continue implementation of the Logan Redevelopment Plan if financing becomes available to a private development partner.
- Continue to support the business recruitment and development efforts of the Concord Downtown Development Corporation (CDDC) in attracting new business and enhancing existing downtown businesses.
- Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.
- Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO).
- Continue to utilize five specialized guidelines to create standards to promote low impact development into the CDO.
- Continue to update the five-year annexation plan.
- Continue to use policy for voluntary annexations that includes cost-benefit assessments and requirement of acceptance of water and sewer utility service where feasible.
- Continue the close working relationship between various City Departments on zoning and ordinance issues, and continue to use the methods in place to weigh the positives versus the negatives of future annexations.
- Direct staff to investigate and present a proposal for a parklet pilot location including any legal issues and all associated costs as well as feedback from downtown merchants.
- Draft ordinance changes to implement recommended options for developers for planting trees in residential subdivisions and commercial/industrial areas, providing flexibility to meet requirements and be creative with streetscapes. Fund a City Arborist/Landscape Architect position in the FY15 budget that would work with developers on streetscapes, inspect developments for street tree/plan compliance, work with neighborhoods and City departments to promote tree planting, and educate the community.

#### **Public Safety**

- Continue to explore opportunities to make Fire Station #1 on Church Street a museum if Fire Station #1 is relocated to another location in the future.
- Continue support of an Urban Archery Season consistent with state and local law.
- Continue to maintain code enforcement penalties and fees, with annual monitoring of potential changes in order to ensure that the penalties properly discourage code violations.

#### **Recreation/Parks/Open Space**

- Continue active participation in and representation on the Carolina Thread Trail Advisory Board with goal of having greenway sections being designated as part of the Thread Trail.
- Continue to make full use of Carolina Thread Trail and Trust Funds money to acquire properties for future greenways if net cost to City is reduced.
- Continue to evaluate properties that are available, pursue joint development opportunities and master plan future park development, with a special focus on the northwest section of the City.